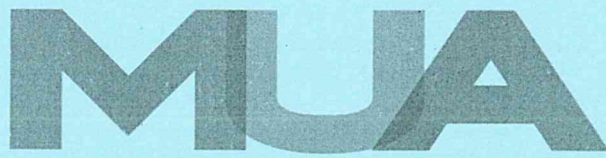


The
Management
University
of Africa



Sponsored by the Kenya Institute of Management

UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF COMMERCE

BCM 226: MANAGEMENT DECISION MODELS

DATE: 19TH JULY 2017

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

Carl is the emergency manager for Sanburu County, Kenya. Samburu County is a rural county that is located approximately 400 miles north of the capital. The largest city in Country is Nairobi, which has a population of 45,000 and is the home of largest University at Nairobi. The remainder of Country is rural and includes the towns of coast, West North and Central. The Nairobi County EOP is currently undergoing review, and Carl has gathered together the key players from all of the smaller towns so that the updated EOP accurately reflects the needs, resources, and capabilities of the entire county. Carl's goal is to gain buy-in from the key players, then train and exercise the plan as a team. This course seems absolutely logical to Carl because most of the communities in the county have mutual aid agreements and routinely assist each other during emergencies. The problem Carl sees is that, even though mutual aid agreements are in place, overall planning and coordination is lacking. Thus, when mutual aid agreements are activated, issues arise over who is in charge, what resources should be deployed, etc.

The meeting started amicably enough but differences soon became apparent. The fire chiefs from west and North of the county engaged in a heated discussion concerning calls in which both departments responded. Neither chief wanted to relinquish authority over his firefighters. Both believed that the firefighters were loyal to them and would perform better if the chains of command were kept separate. The Kokomo fire chief, whose department used ICS unified command in such situations, tried to intervene, but neither of the other chiefs would consider relinquishing authority. Carl listened to the conversation for awhile, disbelieving the illogic of the chiefs' behavior. To him, the whole conversation was absurd. Of course, joint responses required a unified command structure.

Required:

- i. Who should flex in this situation? (3 marks)
- ii. What is/are the key decision point(s) where flexibility is required in this case study? (4 marks)
- iii. Given what you can tell about Carl's preferences, how can Carl help to resolve the conflict? (6 marks)
- iv. Explain the process that the manager will use to make decisions on flexibility (12 marks)

QUESTION TWO

Define decision making process and explain types of decisions made in an organization (15 marks)

QUESTION THREE

Discuss the six c's of decision making (15 marks)

QUESTION FOUR

State and explain environment in which decisions can be made in reference to the organization of your choice (15 marks)

QUESTION FIVE

Sofia works in one of seven research and development departments at General Automobile Corporation. This would suggest that General Automobiles has Divisional structure. Explain? (15 marks)

QUESTION SIX

Discuss the differences between problem solving and decision making (15 marks)

